

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**

**Wednesday, April 16, 2025
5:30 p.m.
55 Church Street & Zoom Video Conference
Join Zoom Meeting**

<https://us02web.zoom.us/j/87281379572?pwd=MXDQS3gMWtllVkJHx4B48niS8xtga2e.1>

Meeting ID: 872 8137 9572

Passcode: 458850

- 1. Call to Order**
- 2. Approval of Minutes**
 - December 10, 2024
 - February 12, 2025
 - March 12, 2025
- 3. Assistant Town Manager/ Director of Human Resources Report**
- 4. Classification Actions**
 - Review of updated job description/s
 - IT Operations Manager
 - Program Analyst – Public Works/Engineering
 - Administrative Specialist - Public Works
- 5. Review clean version of the Harassment/Sexual Harassment Policy approved during 3/12/25 Personnel Board meeting.**
- 6. Tracking Employee Satisfaction Discussion**
- 7. Discussion of presentation on the status of the Personnel Study Task Force recommendations to Select Board on 3/17/2025**
- 8. Discussion of Employee Handbook Progress**
- 9. Review and Adopt Personnel Board Charge**
- 10. Adjournment**

Meeting materials will be available at: www.concordma.gov/PersonnelBoard

- Minutes of December 10, 2024
- Minutes of February 12, 2025
- Minutes of March 12, 2025

TOWN OF CONCORD PERSONNEL BOARD

Meeting Minutes
February 12, 2025
55 Church Street / Zoom

Present: Bill Mrachek, Josh Fay, Katherine Ryan
Also Attended: Erin McMorrow, Assistant Human Resources Director
Jessica Porter, Assistant Town Manager/Interim HR Director
Kimberly Crum
Mark Howell
Jason Bulger, Director, Concord Municipal Light Plant

1. Call to Order

- At 5:32 PM, pursuant to Chapter 2 of the Acts of 2023, Chair B. Mrachek called the meeting of the Personnel Board to order when a quorum was present.

2. Approval of Minutes

- K. Ryan moved to approve the minutes from January 8, 2025. J. Fay seconded. Roll call vote was unanimous to approve the minutes.
- Minutes from December 10, 2024 were not yet available so no action was taken.

3. Assistant Town Manager/Director of Human Resources Report

- J. Porter reported there are approximately 10 or 12 open positions at present and recruitment efforts continue.
- J. Porter reported the Inclusion Chronicles, which is the monthly one-page newsletter on Diversity Equity and Inclusion (DEI) was sent in February and received a good response.
- J. Porter reported that the Benefits Manager, Malysa Simard is working the Affordable Care Act (ACA) required reporting and is gearing up for open enrollment in the coming months. She further reported that there will be new benefit rates for benefits for the new fiscal year which are higher than expected.
- B. Mrachek asked if Malysa Simard could attend the next Personnel Board meeting to be introduced to the Board.
- B. Mrachek requested that the DEI Chronicles be sent to the Personnel Board.
- B. Mrachek requested that in future reports of the Regular Status Hires and Terminations YTD (January 31, 2025) as presented in the packet, include historical data for that same time one year prior so the Personnel Board can see change over time. J. Porter stated that they will be able to provide more accurate historical data once MUNIS is fully set-up for the Town and Human

Resources. She went on to stated that this current report does not fully capture vacancies and that MUNIS should be fully set-up by April 1st.

4. Classification Action

- E. Marrow reported the proposed new classification for the Concord Municipal Light Plant (CMLP) Financial Manager/Account, which has been vacant since September 2024. She noted that the Town has made multiple attempts to recruit for this position which have been unsuccessful, which led to an additional review of the job description and the proposed changes. She stated the job description is accurate, but the factor analysis was re-evaluated showing the position as a Grade 13 on the CMLP compensation plan, instead of the Town plan. She went on to report the position better aligns with the CMLP compensation plan given the uniqueness of the position, better aligns with comparable communities and will help with recruitment efforts.
- J. Bulger reported this position was on the CMLP pay schedule in the past, but was moved to the Town's plan as part of the classification & compensation study. B. Mrachek asked if there were other positions that might also be better suited on the CMLP plan. J. Bulger reported they will be reviewing other positions that may also align better with the CMLP pay schedule. J. Bulger noted that this position was vacant since September 2024 and that it is one of only 2 CMLP managers that aren't currently on the CMLP pay schedule.
- There was further discussion regarding the CMLP and Town pay schedules and it was noted that under the new classification on the CMLP plan the range for this position would increase for \$92,539 (min) to \$129,563 (max) at Grade 12, to \$113,797 (min) to \$159,307 (max) at Grade LP-13.

Motion: J. Fay moved to approve the change in salary grade from 12 to LP-13 for the CMLP Finance Manager/Accountant. K. Ryan seconded the motion. Roll call vote was unanimous to approve the changes to the Finance Manager/Account position.

5. Discussion and Vote of Amendments to Personnel Policy and Procedure (PPP) #11 – Administration of Sick Leave

- J. Porter reported the proposed changes to the PPP # 11 is an effort to consolidate three separate PPPs into one policy and make improvements for employees. She noted the most significant change is the removal of the limit of 5 days of sick leave to care for a family member. She noted that currently employees may only use 5 days of accrued sick leave to care for a family member, such as a sick child, and after they exhaust those 5 days they would need to take unpaid leave. She noted this will be more employee friendly and that this consolidates language from the PPP #43 and PPP #11.2-1.

- K. Ryan noted that under the Medical Certification/Documentation section, employees must complete Family & Medical Leave (FMLA) paperwork if they are out for 6 or more days, however, new employees may not be eligible under FMLA. J. Porter noted that new employees are required to complete FMLA paperwork even if they are not eligible, in order to gather the same information in the event the employee needs leave. J. Porter recommended adding the words “if eligible” after the words Family and Medical Leave (FMLA) in the first paragraph of this section.
- J. Fay asked if there was any change to the rate of accrual. J. Porter confirmed there was no change to the rate of accrual.
- J. Fay asked how many employees are eligible for the sick leave pay out for employees hired before 1992. J. Porter estimated it was maybe 5 or fewer employees eligible. J. Fay recommended the language be removed if there were no more employees eligible under this section.
- B. Mrachek inquired about required documentation when out on sick leave. J. Porter noted that HR generally requires that documentation only when there is a suspected sick leave abuse situation.

Motion: K. Ryan moved to approve the proposed changes to PPP #11 as amended to reflect the language regarding FMLA eligibility. J. Fay seconded the motion. Roll call vote was unanimous to approve the changes.

- E. McMorrow noted that PPP # 43 was also amended to remove the language that was consolidated into PPP #11.

Motion: Kate moved to approve the revised version of PPP #43 as presented in the Personnel Board packet. J. Fay second the motion. Roll call vote was unanimous to approve the changes.

6. Review and vote of Articles for the Annual Town Meeting

- J. Porter noted the first article in the packet is to ratify Personnel Board classifications taken during the year and the second article is presenting the new pay plan. She noted there was one final edit is to add in the action for the Finance Manager/Accountant position the Board just voted on tonight.
- J. Porter noted that the pay plan does not include a cost of living adjustment, but employees she noted that most employees will received a step increase and a cash merit payment.
- M. Howell noted that the new Personnel Board Bylaw no longer required the Personnel Board to approve classification actions at Town Meeting. He said he would review the Bylaw and whether the Board needed to vote on this before the deadline of February 18, 2025. J. Porter stated that she believed the

classification actions do still need to be approved by the Personnel Board and go to Town Meeting. M. Howell recommended that Town Counsel review the new Bylaw to determine whether the Personnel Board is required to vote and present the articles at Town Meeting.

Motion: J. Fay moved to approve the draft articles as included in meeting packet with amendment to reflect change to the CMLP position approved during the meeting. K. Ryan seconded the motion. Roll call vote was unanimous to approve the changes.

7. Exit interview questionnaire

- E. McMorrow noted the exit interview is being sent electronically and provided a copy of the electronic form for the Personnel Board to review.
- B. Mrachek inquired how and where this data is collected and summarized. E. McMorrow noted this was a new form and they only have 4 responses to date. She noted that HR prefers to do exit interviews in person, but also provides the electronic form as an option. E. McMorrow noted she uses the electronic form as a guide for conducting in person exit interviews.
- B. Mrachek asked if these forms are subject to public records. J. Porter stated that exit interviews are part of a personnel file and are generally exempt from public records.
- There was discussion regarding procedure for exit interviews. J. Porter stated the Town reviews exit interviews and provides support or coaching to supervisors if needed.

8. Non-Union Merit Pay Calculation

- J. Porter reported that research was done on the question regarding how merit pay was calculated in prior year, specifically whether it was calculated on the current fiscal year salary or on the new fiscal year salary. She noted that last time this was calculated was an outlier and was done on the new fiscal year's salary. She went on to note that calculations moving forward will more than likely be calculated using the current fiscal year's salary.
- Personnel Board members expressed support for this method of calculating merit pay.
- J. Porter noted there would be more information to provide on this at the Personnel Board's meeting in March.
- M. Howell noted that most organizations' budget for merit payouts and hold funds in a salary reserve that could be used in FY 2025, that may not be available in FY 2026 if the budget is tight. He noted this discussion may come before the Personnel Board in future for a new budget year.

9. Personnel Board Presentation at February 24th Select Board Meeting

- B. Mrachek prepared an outline for the presentation of the Personnel Board Charge to the Select Board at their meeting on 2/24/25.
- B. Mrachek presented this outline to the Personnel Board which included the following:
 - Brief history of the Personnel Board including its relationship to Town charter
 - Recap of new Bylaw implemented at Town meeting last year.
 - Introduction of current Personnel Board Members.
 - Recap of our outreach efforts with the Select Board and Town Manager
 - Present new Personnel Board Charge
 - Question & Answer
- M. Howell recommended the Board listen to some of budget update at the Select Board meeting the prior Monday (2/10/25). He noted that Anthony Ansaldi (Finance Director) presented information on the Full Time Equivalents (FTEs) by department, including vacant positions. He reported to the Select Board that the Personnel Board is currently reviewing dashboard reflecting the hiring changes and he felt it would be useful for other Select Board members to recognize progress that's been made in tracking separations and hires which are priorities in managing the Town's workforce.
- B. Mrachek shared at the last Personnel Board meeting that there was input from new Select Board members regarding what strategic opportunity that the Select Board had in evaluating and assessing some of these FTE positions. M. Howell noted that information about FTEs over several fiscal years by department was illuminating for budget discussions and encouraged the Personnel Board to include that in the dashboard moving forward.

10. Adjournment

- J. Fay moved to adjourn at 6:32pm. K. Ryan seconded the motion. Roll call vote was unanimous to approve the changes.

Town of Concord
Regular Status Hires and Terminations
 YTD 2025 (March 31, 2025)

Department	3-31-2025 Headcount		YTD 2025 Hires		YTD 2025 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	18		4		2			
Fire	50		2			1		
Human Resources	3		1		1			
Human Services	26	3	7	1	4	1		
Information Technology	9	1	2		1			
Library	21	5	3		4		2	
Light Plant	36		2		6	1		
Planning & Land Management	21	1	6		4		1	
Police	41		9		7	2		
Public Works	62		13		11	2		
Town Manager's Office	10		2					
Grand Totals	297	10	51	1	41	7	3	



IT Operations Manager

Department: Information Technology
Reports To: Chief ~~Technology Information~~ Officer
Appointed by: Town Manager

Salary Grade: 13
FLSA Status: Exempt
Date: March 2025

GENERAL SUMMARY:

Under the general direction of the Chief ~~Technology Information~~ Officer, manages the Town's operational infrastructure, including software, security, and the lifecycle of systems. Develops plans and strategies to support long-term improvement goals and adapt to changing technology and requirements. Works on special projects related to software and security. Manages Technical Services division of department, including Information System Technicians. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant number of details, each varying from the other in substance and content, requiring flexibility in approach to workload.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ Oversees operational systems, processes, and infrastructure while looking for opportunities of improvement or revision.
- ◆ Anticipates and tracks operational and tactical risks and providing strategic solutions.
- ◆ Maintains safe and healthy work environment by establishing, following, and enforcing standards and procedures as well as complying with legal regulations.
- ◆ Manages day to day business of the operations department while balancing the responsibilities of various business lines such as business analysis, vendor, and risk management.
- ◆ Plays a significant role in long-term planning, project status reporting, and implementing change control processes.
- ◆ Works closely with ~~CTO-CIO~~ on other special planning and departmental projects.
- ◆ Oversees and reports weekly, monthly, quarterly, and annual metrics.
- ◆ Identifies trends and assess opportunities to improve processes and execution.
- ◆ Raises and tracks issues and conflicts, remove barriers, resolve issues of medium complexity involving stakeholders and escalate to appropriate level when required.
- ◆ Establishes and maintains credible, professional relationships with staff and external vendors.

IT Operations Manager

- ◆ Stays up to date on industry regulations, trends, and technology.
- ◆ Solicits and responds to feedback while gaining commitment and support.
- ◆ Supports departmental and town-wide training programs, reinforcing tech and operations infrastructure between departments to ensure consistency and quality standards are met.
- ◆ Works closely with management team to ensure all operational, administrative, and compliance functions within the firm are being properly executed in accordance with regulatory-based best practices
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the activities and performance of and provides functional oversight to staff of the IT Operations Division within the Technology Department, including three or more technicians, interns, and consultants as required. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing and recommending candidates for hire; planning, assigning, and directing work; scheduling; evaluating performance; training, rewarding and disciplining employees; and addressing complaints and resolving problems.

EDUCATION & EXPERIENCE:

- ◆ Any combination of education and experience that provides the ability to perform functions is qualifying. A typical example of this is:
 - Bachelor's degree and field-related technical certifications or equivalent; more than 5 years relevant combined experience in Information Technology and applications
- ◆ Valid motor vehicle operator's license; must have reliable personal vehicle available for use during working hours. Will be reimbursed for mileage driven.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Ability to address operational concerns and issues as well as monitor overall end user satisfaction. Ability to ascertain and act on training needs of department and end users. Skill in developing and implementing operational policies and procedures.
- ◆ Demonstrated ability to conduct research for special projects, respond timely to inquiries, and present written reports and oral presentations. Ability to work with a high level of detail and prioritize multiple tasks. Ability to change direction and rearrange tasks according to deadlines and circumstance.
- ◆ Ability to communicate effectively and tactfully with the public, coworkers, other employees, departments, officials, etc., and to effectively lead and collaborate with diverse groups. Strong public speaking or presenting skills to be used during training of staff, individually or in group settings.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

The majority of work is generally performed in a normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and/or rapidity with which tasks must be accomplished.

IT Operations Manager

Operates and maintains IT and other standard office equipment requiring hand-eye coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

Occasionally required to go outdoors and may be exposed to variable weather conditions and hazards associated with construction sites and public works projects to consult and support employees.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.



IT Operations Manager

Department: Information Technology
Reports To: Chief Information Officer
Appointed by: Town Manager

Salary Grade: 13
FLSA Status: Exempt
Date: March 2025

GENERAL SUMMARY:

Under the general direction of the Chief Information Officer, manages the Town's operational infrastructure, including software, security, and the lifecycle of systems. Develops plans and strategies to support long-term improvement goals and adapt to changing technology and requirements. Works on special projects related to software and security. Manages Technical Services division of department, including Information System Technicians. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant number of details, each varying from the other in substance and content, requiring flexibility in approach to workload.

ESSENTIAL JOB FUNCTIONS:

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- ◆ Oversees operational systems, processes, and infrastructure while looking for opportunities of improvement or revision.
- ◆ Anticipates and tracks operational and tactical risks and providing strategic solutions.
- ◆ Maintains safe and healthy work environment by establishing, following, and enforcing standards and procedures as well as complying with legal regulations.
- ◆ Manages day to day business of the operations department while balancing the responsibilities of various business lines such as business analysis, vendor, and risk management.
- ◆ Plays a significant role in long-term planning, project status reporting, and implementing change control processes.
- ◆ Works closely with CIO on other special planning and departmental projects.
- ◆ Oversees and reports weekly, monthly, quarterly, and annual metrics.
- ◆ Identifies trends and assess opportunities to improve processes and execution.
- ◆ Raises and tracks issues and conflicts, remove barriers, resolve issues of medium complexity involving stakeholders and escalate to appropriate level when required.
- ◆ Establishes and maintains credible, professional relationships with staff and external vendors.

IT Operations Manager

- ◆ Stays up to date on industry regulations, trends, and technology.
- ◆ Solicits and responds to feedback while gaining commitment and support.
- ◆ Supports departmental and town-wide training programs, reinforcing tech and operations infrastructure between departments to ensure consistency and quality standards are met.
- ◆ Works closely with management team to ensure all operational, administrative, and compliance functions within the firm are being properly executed in accordance with regulatory-based best practices
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the activities and performance of and provides functional oversight to staff of the IT Operations Division within the Technology Department, including three or more technicians, interns, and consultants as required. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing and recommending candidates for hire; planning, assigning, and directing work; scheduling; evaluating performance; training, rewarding and disciplining employees; and addressing complaints and resolving problems.

EDUCATION & EXPERIENCE:

- ◆ Any combination of education and experience that provides the ability to perform functions is qualifying. A typical example of this is:
 - Bachelor's degree and field-related technical certifications or equivalent; more than 5 years relevant combined experience in Information Technology and applications
- ◆ Valid motor vehicle operator's license; must have reliable personal vehicle available for use during working hours. Will be reimbursed for mileage driven.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Ability to address operational concerns and issues as well as monitor overall end user satisfaction. Ability to ascertain and act on training needs of department and end users. Skill in developing and implementing operational policies and procedures.
- ◆ Demonstrated ability to conduct research for special projects, respond timely to inquiries, and present written reports and oral presentations. Ability to work with a high level of detail and prioritize multiple tasks. Ability to change direction and rearrange tasks according to deadlines and circumstance.
- ◆ Ability to communicate effectively and tactfully with the public, coworkers, other employees, departments, officials, etc., and to effectively lead and collaborate with diverse groups. Strong public speaking or presenting skills to be used during training of staff, individually or in group settings.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

The majority of work is generally performed in a normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and/or rapidity with which tasks must be accomplished.

IT Operations Manager

Operates and maintains IT and other standard office equipment requiring hand-eye coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

Occasionally required to go outdoors and may be exposed to variable weather conditions and hazards associated with construction sites and public works projects to consult and support employees.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.



Program Analyst – Public Works/Engineering

Department: Public Works — ~~Administration~~ Engineering
Reports To: ~~Director of Public Works~~ Town Engineer
Appointed By: Town Manager

Salary Grade: 7
FLSA Status: Exempt
Date: ~~September~~ 2024 April, 2025

GENERAL SUMMARY:

Under the general supervision of the ~~Town Engineer~~ Director of Public Works, administers and oversees the financial functions of the CPW Engineering Division—the Water/Sewer utility billing program, and performs a wide variety of complex and routine administrative tasks that aid in the efficient operation of the ~~Engineering Director's~~ Office. Duties require a high level of competence in utilizing technology and communicating verbally and in writing. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of town-wide operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility and efficiency.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ ~~Receives and disseminates Acts as a point of contact for unusual customer public~~ inquiries, requests and complaints regarding ~~ongoing Engineering Division projects, right-of-way permitting and stormwater management water and sewer use and meter~~ Rules and Regulations, policies, and practices. Coordinates with Town Clerk's office on responses to public records requests.
- ◆ ~~Serves as primary point of contact with the Concord Municipal Utilities Customer Service Group (CSG).~~
- ◆ Manages customer service activity including but not limited to analysis of unusual customer billing activity and reconciliation of associated errors and adjustments with stormwater utility bills.
- ◆ ~~Reviews requests made to the Engineering Division, generate work orders and update status of work orders in system. Provides status to requesting person. Manage customer service and public relations for all Engineering operational functions and projects by maintaining and tracking records in the work order system. Analyses data and prepares reports as needed.~~
- ◆ ~~Identifies needs and generates work orders for meter service group to ensure meters are operating reliably and in accordance with established policies and procedures.~~
- ◆ Greets and assists customers; answers and routes phone calls; handles unusual or difficult situations, which may involve assisting distraught, angry, or otherwise upset individuals. Assists in the support of other public works divisions, as assigned. Regularly/Occasionally attends after hour Public Works Commission meetings as needed to provide technical and administrative support.

Program Analyst – Public Works

- ◆ Assists the ~~Public Works Director~~Town Engineer with multiple projects and continually provides organization and assistance to help maintain efficient operations within the ~~Department~~Division.
- ◆ Takes a lead role in the preparation and implementation of special projects; in coordination with Town staff and outside vendors. ~~Special projects may be related to events such as National Public Works Week, new programs, and special reports requiring in-depth research. Makes detailed preparations for projects, attends, and conducts meetings, and prepares minutes and follow-up. Attends Engineering Division staff meetings, prepares minutes for distribution and follow-up action, update reports, tracking sheets, and website accordingly.~~
- ◆ On behalf of project managers, presents proposed contract bidding documents to Procurement and Risk Management offices for review and approval. Responsible for advertising bids, issuing addendums, collecting and distributing bid results; Coordinates authorization of contract awarding, execution of contracts, and issuance of purchase orders; Sets up and monitor contract budget/account tracking, payment of invoices, and retainage; Coordinates approval and issuance of contract amendments and change orders, monitors contract substantial and final completion dates, issues and verifies bonding and insurance.
- ◆ Compiles necessary information for the application process through collaboration with Town Engineer and other employees, program file research, and other fact-finding actions; Assists with drafting and completing grant applications according to application requirements; Ensures grant is submitted on time and within application parameters; Monitors and reports the status of the grant application; Develops and maintains master files on grants and paperwork connected to programs funded by grants.
- ◆ Coordinates acceptance and execution of grants between Town and grantors; Collaborates with CPW Business Manager and Town Accountant to set up revenue and expenditure accounts; Works with project manager on tracking grant expenditures and filing for reimbursements; Reconciles grant balance upon receipt of reimbursement and files completion documentation.
- ◆ Supports project managers in tasks such as preparing and distributing notices to project abutters, scheduling and noticing of Public Works Commission hearings, the pursuit of damage claims with the Risk Management office, the coordinating with the Select Board Liaison on the review and approval of petitions for Grants of Location for utilities, easements and street acceptances.
- ◆ Assists engineers in administering right-of-way permitting process including review and process of application, collection of associated fees, and maintenance of database. Work with GIS staff to update 5-year street moratorium map and the locations of permitted work.
- ◆
- ◆ Coordinates Public Works Commission meetings and prepares agenda, information packets, and postings. Attends evening meetings, takes and transcribes minutes, and performs related administrative follow-up.
- ◆ Takes a lead role in writing and editing various ~~Concord Public Works~~CPW Engineering communications for publication, including the Annual Report, Six Month Report, and weekly updates to the ~~Concord Journal~~Town Manager.
- ◆ Maintains the Public Works/Engineering website and coordinates input from ~~all divisions~~the Town Engineer and all project managers, including posting of emergency notifications, as needed. ~~Provides town-wide website guidance and assists with questions, issues, photography, graphic design, etc. Solicits direction from CPW Program Analyst and Town's Communications Manager on website guidance and use of other public information media. Collaborate with GIS staff on the preparation of maps for displaying information. Collaborates with the CPW Program Analyst and the Town's Communications Manager on website content and other public information media; works with GIS staff to prepare maps for effectively displaying information.~~
- ◆
- ◆ Prepares and prints employee badges for building access and maintains and troubleshoots Concord Public Works system for electronic access management.
- ◆ Coordinates the flow of information and materials within the department among five divisions; maintains department files, rosters, and personnel records, and formats and edits division reports.
- ◆ Coordinates the processing of accounts payable, turnovers, payroll, and administrative personnel functions for the ~~department~~division. Provides back-up support, as needed. Assists with the preparation of accounting reports, annual

Program Analyst – Public Works

operating and capital budget requests. Works with CPW Business Manager and Town Finance office to resolve discrepancies.

- ~~◆ Coordinates and leads regular meetings of the CPW's administrative staff to ensure uniformity and consistency in administrative procedures, processes, and practices across the CPW's divisions.~~
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace are required.

SUPERVISORY RESPONSIBILITY:

May provide functional oversight to support staff.

EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:

- ◆ Bachelor's degree in related field plus four or more years of increasingly responsible experience in a related administrative capacity, including customer service, website/design work, communications, etc.
- ◆ Municipal experience, and education or training in website development, graphic design, or other technological processes, preferred.
- ◆ Experience preparing and reviewing complex account information, payrolls and accounts payable preferred.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; ability to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with officials, volunteers, and coworkers. Ability to apply discretion to communications and to maintain confidential information.
- ◆ Thorough working knowledge of office procedures, practices and terminology. High level of technological skill, including those skills related to website design. Familiarity with photo editing software, HTML and .PDF conversion techniques.
- ◆ Knowledge of Water/Sewer programs and customer billing-utility billing and customer service.
- ◆ Ability to work independently and with a high level of detail, prioritize multiple tasks, and deal effectively with interruptions; ability to identify and analyze complex issues and develop appropriate recommendations.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates computer, printer, calculator, telephone, copier, and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching, and stooping may also be required.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee, and is subject to

Program Analyst – Public Works

change by the employer, as the needs of the employer and requirements of the job change.



Program Analyst – Public Works/Engineering

Department: Public Works –Engineering
Reports To: Town Engineer
Appointed By: Town Manager

Salary Grade: 7
FLSA Status: Exempt
Date: April 2025

GENERAL SUMMARY:

Under the general supervision of the Town Engineer, administers and oversees the financial functions of the CPW Engineering Division, and performs a wide variety of complex and routine administrative tasks that aid in the efficient operation of the Engineering Office. Duties require a high level of competence in utilizing technology and communicating verbally and in writing. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of town-wide operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility and efficiency.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ Receives and disseminates public inquiries, requests and complaints regarding ongoing Engineering Division projects, right-of-way permitting and stormwater management Rules and Regulations, policies, and practices. Coordinates with Town Clerk's office on responses to public records requests.
- ◆ Manages customer service activity including but not limited to analysis of unusual customer billing activity and reconciliation of associated errors and adjustments with stormwater utility bills.
- ◆ Reviews requests made to the Engineering Division, generate work orders and update status of work orders in system. Provides status to requesting person. Manage customer service and public relations for all Engineering operational functions and projects by maintaining and tracking records in the work order system. Analyses data and prepares reports as needed.
- ◆ Greets and assists customers; answers and routes phone calls; handles unusual or difficult situations, which may involve assisting distraught, angry, or otherwise upset individuals. Assists in the support of other public works divisions, as assigned. Occasionally attends after hour Public Works Commission meetings as needed to provide technical and administrative support.
- ◆ Assists the Town Engineer with multiple projects and continually provides organization and assistance to help maintain efficient operations within the Division.
- ◆ Takes a lead role in the preparation and implementation of special projects in coordination with Town staff and outside vendors. Special projects may be related to events such as National Public Works Week, new programs, and special reports requiring in-depth research. Attends Engineering Division staff meetings, prepares minutes for distribution and follow-up action, update reports, tracking sheets, and website accordingly.

Program Analyst – Public Works

- ◆ On behalf of project managers, presents proposed contract bidding documents to Procurement and Risk Management offices for review and approval. Responsible for advertising bids, issuing addendums, collecting and distributing bid results; Coordinates authorization of contract awarding, execution of contracts, and issuance of purchase orders; Sets up and monitor contract budget/account tracking, payment of invoices, and retainage; Coordinates approval and issuance of contract amendments and change orders, monitors contract substantial and final completion dates, issues and verifies bonding and insurance.
- ◆ Compiles necessary information for the application process through collaboration with Town Engineer and other employees, program file research, and other fact-finding actions; Assists with drafting and completing grant applications according to application requirements; Ensures grant is submitted on time and within application parameters; Monitors and reports the status of the grant application; Develops and maintains master files on grants and paperwork connected to programs funded by grants.
- ◆ Coordinates acceptance and execution of grants between Town and grantors; Collaborates with CPW Business Manager and Town Accountant to set up revenue and expenditure accounts; Works with project manager on tracking grant expenditures and filing for reimbursements; Reconciles grant balance upon receipt of reimbursement and files completion documentation.
- ◆ Supports project managers in tasks such as preparing and distributing notices to project abutters, scheduling and noticing of Public Works Commission hearings, the pursuit of damage claims with the Risk Management office, the coordinating with the Select Board Liaison on the review and approval of petitions for Grants of Location for utilities, easements and street acceptances.
- ◆ Assists engineers in administering right-of-way permitting process including review and process of application, collection of associated fees, and maintenance of database. Work with GIS staff to update 5-year street moratorium map and the locations of permitted work.
- ◆ Takes a lead role in writing and editing various CPW Engineering communications for publication, including the Annual Report, Six Month Report, and weekly updates to the Town Manager.

Maintains the Public Works/Engineering website and coordinates input from the Town Engineer and all project managers including posting of emergency notifications, as needed. –Collaborates with the CPW Program Analyst and the Town’s Communications Manager on website content and other public information media; works with GIS staff to prepare maps for effectively displaying information.

- ◆ Coordinates the processing of accounts payable, turnovers, payroll, and administrative personnel functions for the division. Provides back-up support, as needed. Assists with the preparation of accounting reports, annual operating and capital budget requests. Works with CPW Business Manager and Town Finance office to resolve discrepancies.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace are required.

SUPERVISORY RESPONSIBILITY:

May provide functional oversight to support staff.

EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:

- ◆ Bachelor’s degree in related field plus four or more years of increasingly responsible experience in a related administrative capacity, including customer service, website/design work, communications, etc.
- ◆ Municipal experience, and education or training in website development, graphic design, or other technological processes, preferred.
- ◆ Experience preparing and reviewing complex account information, payrolls and accounts payable preferred.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; ability to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with officials, volunteers, and coworkers. Ability to apply discretion to communications and to maintain confidential information.
- ◆ Thorough working knowledge of office procedures, practices and terminology. High level of technological skill, including those skills related to website design. Familiarity with photo editing software, HTML and .PDF conversion techniques.
- ◆ Knowledge of utility billing and customer service.
- ◆ Ability to work independently and with a high level of detail, prioritize multiple tasks, and deal effectively with interruptions; ability to identify and analyze complex issues and develop appropriate recommendations.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates computer, printer, calculator, telephone, copier, and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching, and stooping may also be required.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

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Administrative Specialist - Public Works

Department:	Public Works	Salary Grade:	3
Reports To:	Director of Public Works	FLSA Status:	Non-Exempt
Appointed by:	Town Manager	Date:	August 2025 3

GENERAL SUMMARY:

Under the general administrative direction of the Director of Public Works or designee, performs moderately difficult office tasks requiring typing, computer data entry, record keeping, filing, and working directly with customers and other municipal personnel, requiring initiative and independent judgment in the application of prescribed policies, procedures, and methods. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Checks, sorts, records, and files various materials. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant number of details, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ Provides general reception services for visitors both in person as well as through phone systems ensuring customers' inquiries are responded to in a timely and respectful manner.
- ◆ Assists in customer services activities including but not limited to responding to routine inquiries, analysis of customer billing activity and reconciliation of associated errors and adjustments.
- ◆ Provides clerical, administrative and communication support to the Director and CPW Divisions and Staff.
- ◆ Maintains division files, both hardcopy and electronic, and employee postings consistent with Division/Department protocols.
- ◆ Assists in procurement activities including solicitation of quotes and compilation of responses to obtain supplies, equipment, and related services.
- ◆ Processes and maintains administrative records including invoices, purchase orders, bill schedules, turnovers, petty cash, complex bi-weekly payroll, changes of status forms and leave records for the Division.
- ◆ Assists in preparation of division annual operating budget; maintains budget database to date.
- ◆ May respond to any departmental or broader municipally declared emergency which requires interdepartmental or intercommunity coordination.
- ◆ Performs special projects and related responsibilities as initiated and requested.

Administrative Specialist- Public Works

- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

None

EDUCATION & EXPERIENCE:

- ◆ High school education; additional education or training in office or business administration preferred, and one or more years of experience in general administrative or clerical work (municipal experience preferred), or any equivalent combination of education and experience.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Thorough knowledge of office procedures, practices and terminology. Complete knowledge of the use of office and data processing equipment with strong verbal and written communication skills. Familiarity with rules, laws, procedures, regulations, etc. pertinent to the operations of the department helpful. Basic knowledge of bookkeeping techniques. General knowledge of local government and its operations helpful. Familiarity with pertinent state and local laws relating to departmental operations preferred.
- ◆ Ability to organize time, work independently and accomplish tasks despite frequent interruptions.
- ◆ Ability to maintain detailed statistics, records and clerical records and maintain confidential information.
- ◆ Ability to compose correspondence and to prepare, type and proofread reports as to form and logic flow. Ability to maintain detailed budget accounts, financial records and clerical records.
- ◆ Ability to communicate effectively and tactfully with the public, co-workers, other employees, departments, officials and other agencies.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates computer, printer, video display terminal, keyboard, calculator, telephone, copier, facsimile machine and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

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Administrative Specialist - Public Works

Department:	Public Works	Salary Grade:	3
Reports To:	Director of Public Works	FLSA Status:	Non-Exempt
Appointed by:	Town Manager	Date:	April 2025

GENERAL SUMMARY:

Under the general administrative direction of the Director of Public Works or designee, performs moderately difficult office tasks requiring typing, computer data entry, record keeping, filing, and working directly with customers and other municipal personnel, requiring initiative and independent judgment in the application of prescribed policies, procedures, and methods. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Checks, sorts, records, and files various materials. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant number of details, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility.

ESSENTIAL JOB FUNCTIONS:

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- ◆ Provides clerical, administrative and communication support to the Director and CPW Divisions and Staff.
- ◆ Maintains division files, both hardcopy and electronic, and employee postings consistent with Division/Department protocols.
- ◆ Assists in procurement activities including solicitation of quotes and compilation of responses to obtain supplies, equipment, and related services.
- ◆ Processes and maintains administrative records including invoices, purchase orders, bill schedules, turnovers, petty cash, complex bi-weekly payroll, changes of status forms and leave records for the Division.
- ◆ Assists in preparation of division annual operating budget; maintains budget database to date.
- ◆ May respond to any departmental or broader municipally declared emergency which requires interdepartmental or intercommunity coordination.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.

Administrative Specialist- Public Works

- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

None

EDUCATION & EXPERIENCE:

- ◆ High school education; additional education or training in office or business administration preferred, and one or more years of experience in general administrative or clerical work (municipal experience preferred), or any equivalent combination of education and experience.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Thorough knowledge of office procedures, practices and terminology. Complete knowledge of the use of office and data processing equipment with strong verbal and written communication skills. Familiarity with rules, laws, procedures, regulations, etc. pertinent to the operations of the department helpful. Basic knowledge of bookkeeping techniques. General knowledge of local government and its operations helpful. Familiarity with pertinent state and local laws relating to departmental operations preferred.
- ◆ Ability to organize time, work independently and accomplish tasks despite frequent interruptions.
- ◆ Ability to maintain detailed statistics, records and clerical records and maintain confidential information.
- ◆ Ability to compose correspondence and to prepare, type and proofread reports as to form and logic flow. Ability to maintain detailed budget accounts, financial records and clerical records.
- ◆ Ability to communicate effectively and tactfully with the public, co-workers, other employees, departments, officials and other agencies.

WORKING CONDITIONS & PHYSICAL DEMANDS:

External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates computer, printer, video display terminal, keyboard, calculator, telephone, copier, facsimile machine and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

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TOWN OF CONCORD
Personnel Policy and Procedure #27

Harassment/Sexual Harassment Policy

Date of Last Revision: March 12, 2025

I. Policy

The Town of Concord is committed to maintaining a work environment that is free from all forms of illegal discrimination and harassment. This policy pertains to harassment based on race, color, physical or mental disability, age (as defined by law), religious creed, sex, pregnancy/nursing or other pregnancy condition, sexual orientation (as defined by law), gender identity, transgender status, national origin, ancestry, veteran status, military service or application for military service, genetic information, criminal record and any other protected class legally applicable to the Town (collectively, "Protected Classes").

The Town of Concord prohibits harassment of any kind, including sexual harassment, in the workplace or in other settings in which employees may find themselves in connection with their employment. Sexual harassment and harassment on the basis of a protected class are forms of behavior that adversely affect the employment relationship. While this policy aims to create a harassment-free environment, it does not limit the Town's ability to take action regarding unacceptable workplace conduct, regardless of whether it violates this policy or constitutes harassment.

II. Responsibilities

State and federal law holds employers responsible for harassment committed by employees toward other employees, as well as for harassment by non-employees in the workplace. All supervisors and department heads are responsible for recognizing and addressing harassment and must respond appropriately when they reasonably ascertain that such conduct exists.

All employees must uphold this policy as a condition of employment to prevent harassment. This policy applies to all Town employees, regardless of employment status or bargaining unit membership. Department heads and supervisors are responsible for providing employees with a copy of this policy and ensuring its enforcement within their departments.

The Town is committed to fostering a work environment that actively prevents harassment. Efforts include, but are not limited to:

- Informing employees of this policy during onboarding
- Requiring annual employee review and acknowledgement of the policy
- Providing regular harassment prevention training
- Communicating potential sanctions policy violations
- Ensuring employees have a safe way to report incidents without fear of reprisal

III. Protected Class Harassment

Protected class harassment can be verbal or non-verbal behavior, including but not limited to slurs,

derogatory comments, emails, voicemails, obscene or suggestive sounds intended to relate to a person's protected class, showing or posting objects, pictures, cartoons, or making offensive or demeaning gestures related to an individual's membership in a protected class. Harassment also refers to behavior which is personally offensive, impairs employee morale and interferes with the work effectiveness of employees.

IV. Sexual Harassment

Under Massachusetts law, sexual harassment is defined as sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when:

- a) submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of employment or as a basis for employment decisions; or,
- b) such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment.

The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a workplace environment that is hostile, offensive, intimidating, or humiliating to male or female employees may also constitute sexual harassment. The victim and complainant do not have to be of the opposite sex. The complainant does not have to be a person directly harassed but may be someone affected by the offensive conduct. This is true for all forms of protected class harassment as well.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness:

- Unwelcome sexual advances – whether they involve physical touching or not
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life
- Comment about an individual's body, and/or comment about an individual's sexual activity, deficiencies, or prowess
- Displaying or disseminating sexually suggestive objects, pictures, cartoons, voicemail, email, graphics, downloaded material or websites
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments
- Inquiries into one's sexual experiences
- Discussion of one's sexual activities

V. Complaints of Harassment

This policy is part of the Town's ongoing commitment to uphold the personal dignity and worth of each individual in the workplace, ensuring that all individuals are treated with dignity, respect, and courtesy.

To ensure a harassment-free environment, the Town has outlined the following procedures for addressing and resolving harassment complaints. The Town will respond promptly to any complaints of harassment, taking corrective action, including disciplinary measures where appropriate. The complaint and investigation procedure (outlined below) applies to all forms of illegal harassment, including sexual harassment.

Employees who believe they have been subjected to sexual harassment or protected class harassment must report the incident promptly to one of the individuals listed below, or their designee. Reports may be made orally or in writing to:

- **Erin McMorrow, Assistant Human Resources Director (978) 318-3027**
- **Jessica Porter, Assistant Town Manager/ Human Resources Director (978) 318-3028**

Both individuals are located at 55 Church Street, Concord, MA 01742. Each is also available to discuss any concerns employees may have and to provide information about the Town's harassment policy and complaint process.

Employees may also report incidents of harassment to their supervisor; however, supervisors are required to immediately inform one of the individuals listed above, or the Town Manager. Bargaining unit employees may speak with their union representative; however, this does not constitute, or substitute for, reporting the incident to the Town.

It is suggested that employees who believe they have been subjected to sexual harassment or protected class harassment make it clear to the offender that such behavior is offensive to them and not acceptable. Any employee or supervisor who becomes aware of any possible unlawful harassment or other violation of this policy, whether they are personally affected or not, is directed to immediately report this conduct.

Retaliation against any employee who has filed a harassment complaint, or against individuals who cooperate with a harassment investigation, is also unlawful and will not be tolerated.

VI. Harassment Investigation

Upon receiving a complaint, the Town will conduct a prompt, thorough, and impartial investigation. Every effort will be made to maintain confidentiality, subject to the need for a complete investigation. The process will generally include private interviews with the complainant, witnesses, and the person alleged to have committed harassment. All employees will be expected to cooperate fully in the efforts to investigate and enforce this policy.

At the conclusion of the investigation, the complainant and the alleged offender will be informed of the findings, to the extent appropriate.

VII. Disciplinary Action

If an investigation determines that inappropriate conduct has occurred, the Town will take corrective action depending on the severity of the behavior and the circumstances. Such action may range from counseling to termination from employment, and may include such other forms of disciplinary action as the Town deems appropriate under the circumstances.

VIII. State and Federal Remedies

In addition to filing a complaint with the Town, employees who believe they have been subjected to harassment have the right to file a formal complaint with state or federal agencies. Using the Town's complaint process does not prohibit employees from filing a complaint with these agencies. Complaints to these agencies must be filed within 300 days from the alleged incident or when the complainant became aware of the incident.

- **The Massachusetts Commission Against Discrimination (“MCAD”)**
One Ashburton Place, Suite 601
Boston, MA 02108
(617) 994-6000
- **The U.S. Equal Employment Opportunity Commission (“EEOC”)**
John F. Kennedy Federal Building
15 New Sudbury Street, Room 475
Boston, MA 02203
(800) 669-4000
TDD number for hearing impaired, (800) 669-6820

Employees are encouraged to utilize the Employee Assistance Program (EAP) for confidential counseling services. The MIIA EAP can be reached at (800) 451-1834.

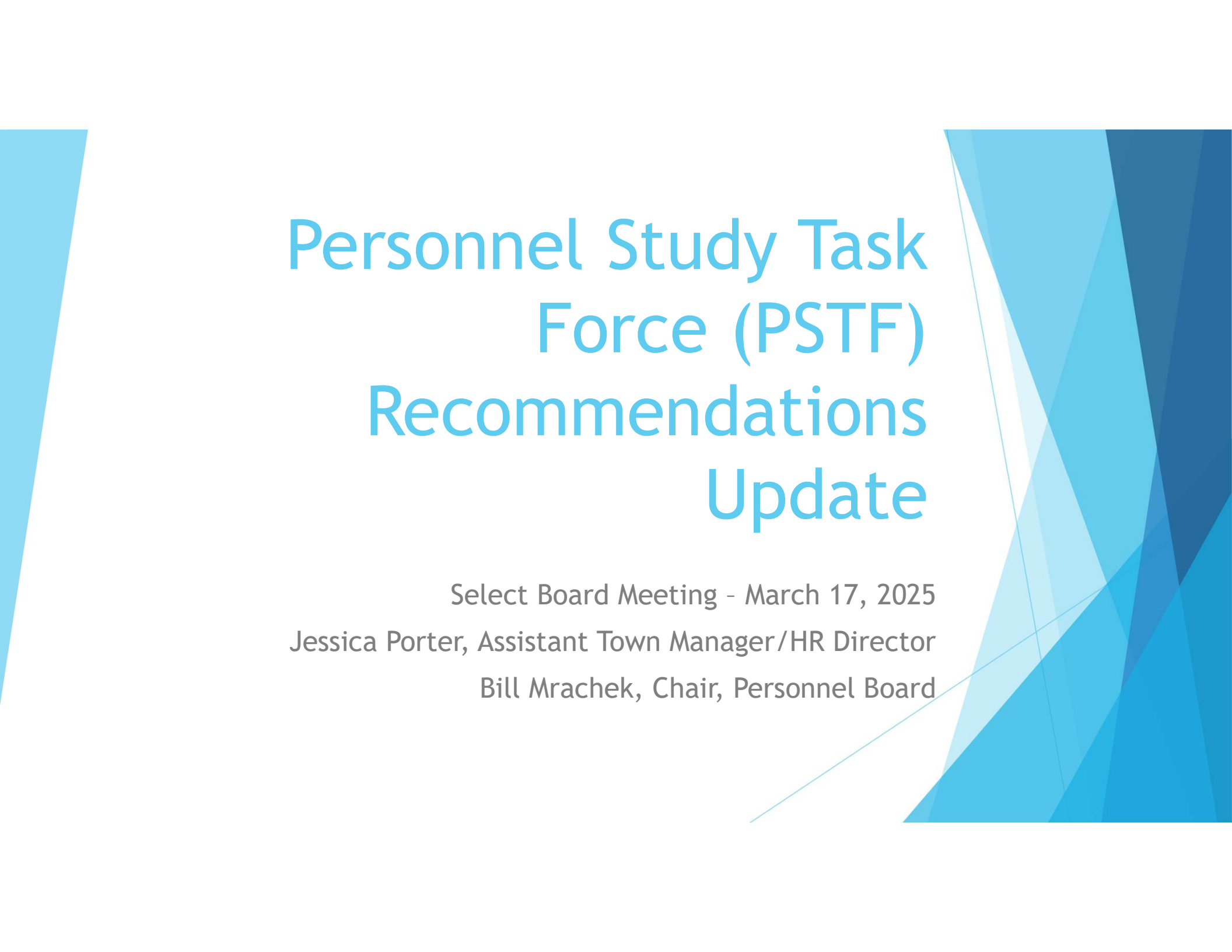
IX. Acknowledgment

I acknowledge receipt of The Town of Concord's Harassment/Sexual Harassment Policy, and I agree that I am responsible for reading its contents and complying with its provisions.

Signature

Print Name

Date



Personnel Study Task Force (PSTF) Recommendations Update

Select Board Meeting - March 17, 2025

Jessica Porter, Assistant Town Manager/HR Director

Bill Mrachek, Chair, Personnel Board

PSTF Background

- ▶ Established by the Select Board in Fall, 2021 to review Town's personnel policies and governance.
- ▶ Tasked with evaluating the Personnel Bylaw, role of the Personnel Board, and related policies to identify areas for improvement/clarification.
- ▶ Over 20 meetings were held, including interviews with Town employees, supervisors and department heads.
- ▶ Reviewed best practices from other municipalities
- ▶ Final report was issued on September 26, 2022

Recommendation Areas

- ▶ Select Board
- ▶ Personnel Board
- ▶ Personnel Bylaw
- ▶ Personnel Policies & Procedures
- ▶ Classification & Compensation Plan
- ▶ Communications



Select Board

Recommendation	Status
Update the 1985 Personnel Board Charge	Targeted for completion in Spring, 2025
Reinvigorate the role of the Personnel Board	Completed

Personnel Board

Recommendation	Status
Maintain a strong 5-member Personnel Board	Currently looking for one member
Regularly scheduled meetings	Completed, board meets monthly
Thorough minutes	Completed
Effective communications with non-union staff	Ongoing

Personnel Bylaw

Recommendation	Status
Update Personnel Bylaw	Completed - ATM 2024
Identify and clarify roles of TM and PB	Completed
Amendments should support flexibility and maintain reporting and transparency	Completed
Salaries and benefits reviewed for equity	Completed - March, 2023
PB involvement with proposed amendments	Completed
Consistent application of the Personnel Bylaw	Ongoing

Personnel Policies & Procedures

Recommendation	Status
Update town personnel policies and procedures	In process
Codify and make policies readily available	Completed
Develop a remote work policy	In process
Website updates for policies and procedures are available and current	Completed

Classification & Compensation Plan

Recommendation	Status
All information provided to PB prior to any request for approval of classification change	Completed
Finalize all updates to job descriptions	Completed - June, 2024
Conduct a benchmark comparison as part of classification/reclassification requests	Process in place
Process for disclosing personnel actions taken by the TM/HR/PB	Completed

Communications

Recommendation	Status
Meeting documents available prior to meetings and web accessible	Completed
Monthly reporting of appointments, resignations, separations & recruitment	Completed
Develop an Employee Handbook	In progress
Advise employees of any proposed amendments to the Personnel Bylaw or Classification Plan	Process in place
Restore trust between employees and the HR department	Ongoing

In summary...

- ▶ There were a total of 24 recommendations from the PSTF report.
- ▶ The majority of these recommendations are complete, with the remaining recommendations expected to be completed this year.
- ▶ Some recommendations are ongoing
 - ▶ Communications
 - ▶ Reporting and benchmarking
 - ▶ Policy and job description updates

Conclusion

- ▶ In addition, the Human Resources Department has made other improvements to processes and procedures, including:
 - ▶ Implementation of a formalized goal setting and performance review process for all non-union staff.
 - ▶ Implementation of the Driver Verification System
 - ▶ Creation of the Inclusion Chronicles, and one page communication sent monthly to employees.
 - ▶ Repurposing a vacant FTE to create a Benefits Manager role
 - ▶ Webpage improvements
 - ▶ Review of benefit offerings

DRAFT

Personnel Board Charge

BACKGROUND:

The Concord Personnel Board was established by Town Bylaw in 1921 and reaffirmed in the Concord Town Charter approved in May 1952. The latest revision of the Personnel Bylaw was approved at Town Meeting on April 29, 2024. The Select Board is responsible for the appointment of the Concord Personnel Board with the number of members, ~~the~~ number of terms and ~~their-term~~ lengths, as stipulated in the Personnel Bylaw.

BOARD RESPONSIBILITIES:

The Personnel Board has responsibility for the administration of Concord's Personnel Bylaw in addition to supporting the Bylaw's intention of maintaining an equitable and efficient system of personnel administration. By approval of the April 29, 2024, Personnel Bylaw, and to ensure that covered employees have the necessary understanding of non-wage benefits, the Personnel Board has ~~both~~ administrative ~~as well as~~ and oversight responsibilities for the Employee Handbook. The Personnel Board has both advisory and administrative responsibilities; by supporting the Town Manager in maintaining an efficient system of personnel administration for Town employees; by recommending programs and practices to ensure the Town's workforce is diverse, equitably treated, and inclusive of others; and by providing administrative oversight as specified in the Personnel Bylaw and the Employee Handbook.

GOVERNING DOCUMENTS:

- 1921 Town Bylaw
- May 1952 Concord Town Charter
- April 29, 2024 Personnel Bylaw
- 2024 Personnel Board Charge
- 2024 Employee Handbook

PERSONNEL BOARD GOALS AND INITIATIVES:

- Strategize and advise on the implementation of ~~the-an effective~~ performance and appraisal system
- Monitor overall class and compensation system equity and plan implementation; identify any challenges and suggest recommended fixes or improvements
- Review and assess tracking of employee morale over time, and provide ideas and best practices for improving morale
- Assess and support strategic recruitment and retention

PERSONNEL BOARD COORDINATION AND REPORTING:

The Select Board recognizes the important role of the Personnel Board in the effective management and oversight of personnel management matters for the Town of Concord. Governance in this area of municipal administration benefits from the input and focus of a skilled and engaged Personnel Board which can advise the Town Manager and Select Board. The Select Board wishes to support and benefit from this strategy.

The Select Board requests that the Personnel Board engage in setting and tracking goals for personnel management in collaboration with the Town Manager and Select Board and report on these areas annually in June or earlier. The report may include any information that the Personnel Board considers relevant to Personnel Management for Concord.

The Select Board is particularly interested in:

- The status of retention in recruiting
- Tracking Employee satisfaction in morale
- Progress on initiatives related to workforce administration, management, and training

(Select Board Reviewed/Edited: March 17, 2025)

DRAFT

Personnel Board Charge

BACKGROUND:

The Concord Personnel Board was established by Town Bylaw in 1921 and reaffirmed in the Concord Town Charter approved in May 1952. The latest revision of the Personnel Bylaw was approved at Town Meeting on April 29, 2024. The Select Board is responsible for the appointment of the Concord Personnel Board with the number of members, number of terms and term lengths as stipulated in the Personnel Bylaw.

BOARD RESPONSIBILITIES:

The Personnel Board has responsibility for the administration of Concord's Personnel Bylaw in addition to supporting the Bylaw's intention of maintaining an equitable and efficient system of personnel administration. By approval of the April 29, 2024 Personnel Bylaw, and to ensure that covered employees have the necessary understanding of non-wage benefits, the Personnel Board has administrative and oversight responsibilities for the Employee Handbook. The Personnel Board has both advisory and administrative responsibilities; by supporting the Town Manager in maintaining an efficient system of personnel administration for Town employees; by recommending programs and practices to ensure the Town's workforce is diverse, equitably treated, and inclusive of others; and by providing administrative oversight as specified in the Personnel Bylaw and the Employee Handbook.

GOVERNING DOCUMENTS:

- 1921 Town Bylaw
- May 1952 Concord Town Charter
- April 29, 2024 Personnel Bylaw
- 2024 Personnel Board Charge
- 2024 Employee Handbook

PERSONNEL BOARD GOALS AND INITIATIVES:

- Strategize and advise on the implementation of an effective performance and appraisal system
- Monitor overall class and compensation system equity and plan implementation; identify any challenges and suggest recommended fixes or improvements
- Review and assess tracking of employee morale over time, and provide ideas and best practices for improving morale
- Assess and support strategic recruitment and retention

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